Sk 3

SKILL DEVELOPMENT GUIDE

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J16.6/2:

INTRODUCTION

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This guide contains suggested ways of developing skills used by Bureau managers. Suggestions are presented for each of the six skill dimensions and are grouped into four areas. The skill dimensions are:
Planning and Controlling Work;
Leading and Developing;
Problem Solving;
Institutional Operations & Procedures;
Interpersonal Effectiveness; and
Outside Contacts.

The four skill development areas are:

On–Site Developmental Activities – Experiences and activities which are generally available in the workplace.

Off–Site Developmental Activities – Experiences and activities which may require transfer, temporary assignment, or brief exposure to other work environments.

Bureau of Prisons Training – Courses which are being developed or are now available.

External Training – Training available outside the agency. (Although general course titles are mentioned, specific vendors and courses are not recommended.)

Studies of the ways skills are developed indicate that skill development usually occurs in two ways: on the job (80%), and through training (20%). This rule of thumb suggests the importance of looking at on–site and off–site experiences as a primary means of improving management skills. The activities listed in this guide are not all–inclusive; they may serve to stimulate other ideas about ways to develop skills. Ultimately, the goal of this guide and the Professional Growth Plan is to assist Bureau managers to improve their managerial skills by using workplace resources.

The table of contents lists each of the six skill areas and the page{s} on which you will find the development suggestions for the skill area.

PLANNING AND CONTROLLING WORK

On–site Developmental Activities
- Participate in a task force or planning group.
- Assignment to an acting position (e.g., Assistant Department Head, Department Head, Executive Assistant or Associate Warden).
- Assignment as the coordinator or director of a special function (e.g., sentencing institute, a high security operation, conference, recruitment drive, Employees' Club function, Combined Federal Campaign, recall, holiday function, retreat, etc.).
- Assignment to develop an annual training plan.
- Assignment to develop annual work plan, annual budget, strategic plans, goals, or objectives.
- Design a training module and/or instruct in a training program.
- Write and/or revise policies.
- Assignment to a special emphasis position (e.g., Black Affairs Program, Hispanic Program, Federal Womens' Program).
- Assignment to an institution committee (e.g., safety, training, EEO, etc.)
- Coordinate or sponsor an inmate program or organization.
- Implement mission change for work unit (e.g., changed emphasis of housing unit or a major program addition to/change in department).
- Organize meetings and/or chair committees.
- Work with the Institution Citizens' Advisory Board.
- Develop an inmate or staff program.
- Establish a planning calendar.
- Prepare meeting agenda for a special meeting.
- Organize and moderate a staff recall.
- Prepare responses to Program Reviews.
- Prepare for ACA accreditation.
- Conduct an internal Program Review.
- Training in Program Review procedures.
- Design/implement a monitoring process as part of strategic planning.
- Assignment to collateral duties (e.g., special emphasis programs).
- Assignment to design and implement a workshop.
- Design tickler system to monitor and follow–up on a particular problem (e.g., personnel – health benefits keying or uniform allowances, correspondence).
- Manage a cost center, prepare a budget, manage property.
- Participate in inspection programs: sanitation, security, and safety.
- Discussion of performance failures/mistakes with mentor.
- Organize Employees' Club functions.
- Establish a planning calendar.
- Hold regular progress meetings with supervisor.
- Serve as a member of a Program Review team at another institution.

Off–site Developmental Activities
- Assignment to activate a new institution or conversion of an institution or part of an institution.
- Assignment to a regional office.
- Conduct a Program Review as a team member or team leader.
- Work with interagency groups (e.g., state and local law enforcement agencies).
- Serve as a member of a Program Review team at another institution.

BOP Training
- Introduction to Supervision
- Advanced Supervision
- Financial Management for Managers
- Personnel Management for Managers

External Training
- Time management training
- Training in the theory of planning and organizing, or management training
- Training in monitoring procedures or systems
- Training in management skills such as delegation

LEADING AND DEVELOPING

On–site Developmental Activities

- Change in discipline or job specialty.
- Chairing work groups or committees (e.g., EEO, training, safety, etc.).
- Assignment to acting positions (e.g., in a supervisory role or as a Department Head).
- Assignment as the director of a project.
- Assignment as a task force leader.
- Temporary assignment to another discipline.
- Read books or other publications about effective leadership.
- Assignment as leader of a planning group.
- Assign a longstanding problem to staff member in order to design and implement a solution.
- Supervise inmate work crew with a specific project and deadline.
- Chair meetings and committees.
- Exposure to leaders through acting assignments or serving as: Executive Assistant, assistant to project manager, assistant to Warden and so on.
- Address inmate groups (e.g., Town Hall meeting).
- Serve as an employee sponsor.
- Address staff meetings (e.g., recalls, roll call, training).
- Participate in leadership of Employees' Club.
- Temporary assignments to training, public information, and EEO.
- Assignment to acting supervisory or Department Head positions.
- Write lesson plans concerning employee programs, and serve as a trainer in Institution Familiarization Training.
- Training in interviewing techniques and participation on applicant interview panel.
- Assignment{s} to supervisory positions.
- Supervise inmate work details.
- Develop a training program, career development program, or annual training plan.
- Serve as staff sponsor.
- Participate on a promotion board.
- Review performance with subordinates, and discuss training and development needs/resources available.
- Serve on interview panels.
- Complete Development Plans with employees.
- Complete self–assessment of strengths and weaknesses in the area of role modeling or mentoring skills.
- Co–train with and observe experienced role models and mentors.
- Chair meetings and task forces.
- Increase interactions with others (e.g., stand mainline daily, stand commissary line, attend two meetings outside your area each week).
- Prepare detailed list of developmental activities available at your institution.
- Participate in inmate programs, attend unit teams.
- Write/evaluate/critique reports, position papers, Program Review responses, results, staff evaluations, congressional responses, policies, supplements, or operations memoranda.
- Temporary assignment as Executive Assistant.
- Training in report writing.
- Assignment to acting positions.
- Assignments to chair meetings or work groups.
- Assignments to give verbal presentations.
- Assignment to prepare lesson plans and to serve as an instructor in Institution Familiarization Training or Annual Refresher Training.
- Assignment to collateral duty (e.g., Black Affairs, Federal Women's or Hispanic Program).

LEADING AND DEVELOPING (Continued)

On–site Developmental Activities (continued)
- Conduct visitor tours.
- Serve as a member of a recruiting team.
- Act as institution Public Information Officer.
- Serve as editor of institution newsletter.
- Brief the Warden or Department Head Meetings on issues and problems.
- Presentations at staff recalls.
- Write/review/edit articles for institution newsletter or submissions to Monday Morning Highlights.
- Prepare a position paper on an issue – present findings at a meeting.
- Prepare post orders, emergency plans, inmate grievance responses.
- Address staff and inmate groups.
- Serve as institution archivist.

Off–site Developmental Activities
- Assignment in a Regional Office.
- Temporary duty assignment at another institution.
- Participate in Toastmasters and community organizations.
- Conduct a Program Review as a team member or team leader.
- Serve as a coach of youth sports team or institution team.
- Serve as member of recruiting team.
- Provide OJT to staff unfamiliar with new post{s} or duties.
- TDY, co–train with, or observe experienced role models and mentors.
- Participate in a Program Review (e.g., give feedback to the department reviewed).
- Participation in civic or interagency organization{s}.
- Deliver public relations talks to local community groups.
- Serve as a volunteer in a community agency.

BOP Training
- Introduction to Supervision
- Advanced Supervision
- Personnel Management for Managers
- Performance management training
- Instructor training

External Training
- Supervisory or leadership training
- Training in public speaking
- Attend coaching and team building training programs
- Staff development training
- Complete high school or college level english language composition course
- Completing a correspondence course on business writing
- Supervisory training

PROBLEM SOLVING

On–site Developmental Activities
- Participate in a management retreat.
- Participate in a special project, work group, or task force.
- Participate in strategic planning.
- Assignment to acting positions.
- Participate in an institution committee (e.g., workforce, salary, budget, subsistence, etc.).
- Development of a new program or operation.
- Prepare a response to a Program Review.
- Assign longstanding or difficult problem to a staff member to design alternative solution{s}.
- Prepare position paper weighing options and presenting alternatives.
- Investigate and draft a response to inmate grievance{s}.
- Investigate and draft a response to employee or bargaining unit concerns or grievances.

Off–site Developmental Activities
- Research a problem through outside sources, libraries, NIC, other agencies, other institutions.
- Serve as a member of a Program Review team at another institution.

BOP Training
- Management training
- Cross Development Series
- Introduction to Supervision
- Advanced Supervision
- Personnel Management for Managers

External Training
- Training in managing multiple priorities; emergency preparedness
- Training in problem solving or decision making techniques
- Management training

INSTITUTIONAL OPERATIONS & PROCEDURES

On–site Developmental Activities

- Prepare for ACA audits or BOP reviews.
- Read Bureau policies and correctional periodicals.
- Serve as a duty officer.
- Develop or revise emergency plans.
- Participate in a work group or task force.
- Prepare a correctional specialty training area.
- Write or revise program statements or institution supplements.
- Perform a correctional review.
- Review or revise post orders.
- Attend the Lieutenants' meeting, and department meetings outside of your area of expertise.
- Cross–training assignments – acting in other disciplines.
- Regularly read professional journals.
- Experience with special needs populations or other inmate populations: e.g., mental health, medical, Cuban detainees, female inmates.
- Prepare lesson plan and conduct training in area of corrections other than own discipline.
- Write a position description.
- Attend unit team meetings, Town Hall meetings, inmate organization meetings.
- Serve as a co–trainer in Institution Familiarization Training or Annual Training.
- Critique a program or meeting.
- Track problems identified in logs (e.g., Lieutenant's Log, Control Center Log, Disciplinary Segregation or Administrative Detention Log).
- Assignment to acting positions.
- Training in emergency plans.
- Writing emergency or contingency plans.
- Writing after–action reports.
- Participate in tactical or mock emergency exercises.
- Serve as Duty Officer.
- Assignment to acting positions.
- Act as a mediator in a dispute.
- Serve on a SORT Team.
- Participate in an after–action task force.
- Participate in an interagency planning group.
- Conduct fire, safety and security inspections.
- Attend Safety, Lieutenants' and Health Services meetings.
- Critique the institution evacuation and emergency plans.
- Read (critique) well known after–action reports (e.g., Attica, New Mexico, Atlanta, Oakdale).

INSTITUTIONAL OPERATIONS & PROCEDURES (Continued)

Off–site Developmental Activities (continued)
- Temporary duty assignments to other institutions.
- Experience at other institutions, different security levels.
- Visiting and observing the operation of other (state or local) correctional facilities, law enforcement agencies, and intergovernmental councils.
- Serve as an ACA auditor of state/local facilities.
- Membership and involvement in ACA or other professional organization.
- Serve as a member of a Program Review team at another institution.
- Participate in community emergency services programs (e.g., volunteer fire department, rescue squad, etc.).
- Participate in crises management workshop.
- Assignment to a high security unit or facility.
- Temporary duty at another institution undergoing a crisis.
- National Guard/military reserve duty.
- Involvement in community emergency management programs.

BOP Training
- Cross Development Series training modules
- IDC Certification Training
- CIMS Certification Training
- Introduction to Supervision
- Advanced Supervision

External Training
- College curriculum in corrections
- Complete correctional correspondence course (available through NIC or ACA and other vendors)

INTERPERSONAL EFFECTIVENESS

On–site Developmental Activities

- Conduct classroom training.
- Supervise inmates.
- Conduct a performance evaluation discussion.
- Participate in a work group.
- Assignment to an acting supervisory or Department Head positions.
- Membership/chair of institution committees, or special emphasis program{s}.
- Participate as a member of a recruiting team.
- Conduct visitor tours.
- Serve as chairman of UDC.
- Serve as a member of SORT team or other functional team.
- Acting assignments in employee service disciplines: e.g., personnel, business office, executive assistant.
- Lead inmate programs (e.g., group counseling), town hall meetings, inmate organizations.
- Serve as EEO counselor or union steward.
- Serve as member of an interview panel or a promotion board.
- Attend staff social functions.
- Handle a Public Information Officer activity.
- Serve as emcee at a retirement dinner, employee event.
- Serve as an employee sponsor.
- Increase interactions with others (e.g., stand mainline 30 minutes daily, stand commissary line, attend two meetings outside your area each week).
- Organize and conduct an Employee's Club function.
- Make a presentation at a staff recall.
- Write/evaluate/critique reports, position papers, Program Review responses results, staff evaluations, congressional responses, policies, supplements or operations memoranda.
- Temporary assignment as Executive Assistant.

INTERPERSONAL EFFECTIVENESS (Continued)

On–site Developmental Activities (continued)
- Training in report writing.
- Assignment to acting positions.
- Assignments to chair meetings or work groups.
- Assignments to give verbal presentations.
- Assignment to prepare lesson plans and serve as an instructor in Institution Familiarization Training or Annual Refresher Training.
- Assignment to collateral duty (e.g., Black Affairs, Federal Women's, Selective Placement, Asian/American Indian/Pacific Islander, or Hispanic Program).
- Conduct visitor tours.
- Serve as a member of a recruiting team.
- Act as institution Public Information Officer.
- Serve as editor of institution newsletter.
- Brief Warden or Department Head Meetings on issues and problems.
- Presentations at staff recalls.
- Write/review/edit articles for institution newsletter or submissions to Monday Morning Highlights.
- Prepare a position paper on an issue – present findings at a meeting.
- Prepare post orders, emergency plans, inmate grievance responses.
- Address staff and inmate groups.
- Serve as institution archivist.

Off–site Developmental Activities
- Public speaking at Toastmasters, Rotary, Chamber of Commerce, professional associations, etc.
- Conducting classroom training.
- Temporary assignments to other institutions.
- Participation in community activities.
- Participation in LECC, FEB or other inter–agency functions.
- Participation in Toastmasters, civic, or interagency organizations.
- Deliver public relations talks to local community groups.
- Serve as a volunteer in a community agency.

BOP Training
- Introduction to Supervision
- Advanced Supervision
- Instructor training

External Training
- Training in interpersonal skills.
- Training in dealing with difficult people.
- Training in public speaking.
- Complete high school or college level english language composition course.
- Completing a correspondence course on business writing.
- Supervisory training.

OUTSIDE CONTACTS

On–site Developmental Activities
- Conduct tours for outside groups.
- Assignment as Public Information Officer or Executive Assistant.
- Assignment as acting Special Investigative Supervisor.
- Assignment with collateral duties (e.g., Black Affairs, Federal Women's, Selective Placement, Asian/American Indian/Pacific Islander, or Hispanic Program).
- Coordinate institution volunteer programs, conduct volunteer training.
- Read journal articles and books in government, public administration, political science, judicial issues as pertaining to corrections, or government.
- Research an issue using the NIC information center.
- Work with the Institution Citizens' Advisory Board.

Off–site Developmental Activities
- Observe Court proceedings, visit Probation Offices and Community Corrections Management Offices.
- Attend town/city council meetings.
- Participate in committees which seek contacts with other agencies (e.g., FEB, LECC) or organizations (e.g., EEO, Incentive Awards, etc.).
- Attend college in the local area.
- Assignment as a liaison officer to another agency.
- Participate in community advisory groups or correctional symposia.
- Participate in work groups and task forces which involve outside groups.
- Join community, civic or professional organizations.
- Give presentations or guest lectures to community groups.
- Attend recruiting activities, trade shows and ACA conferences.

BOP Training
- Advanced Supervision

External Training
- Organize and/or participate in training involving participants from other government agencies and the private sector.
- Training in public speaking.